

STRATEGIC PLAN SUMMARY

In 1994 The Mariners' Museum established a long-range planning initiative that enabled the Museum to chart new courses and objectively evaluate itself in the context of a constantly changing environment. That approach was enhanced in 1999 when the Museum hired external consultants to facilitate the development of a broad, audience-based planning framework through group meetings and individual interviews with local citizens comprising academicians and business and civic leaders. Simultaneously, the Board of Trustees and Museum senior staff worked with these groups to develop strategies for reaching out to culturally and racially diverse audiences, and for utilizing technology to go beyond its customary geographic area to create a national presence. The result was the creation of the *2001-2006 Long Range Strategic Plan*, completed in June 2000.

Key Components:

The intent of The Mariners' *2001-2006 Long Range Strategic Plan* was to combine an audience-based approach with an effective planning framework that would enable its leadership to articulate a vision preparing the organization for the 21st century, with its boundless opportunities and challenges, with vastly different audiences, and with technologies facilitating new educational applications and new opportunities for access and programming.

Key elements of this visionary transformation were to: bring The Mariners' to the forefront as the nation's leading museum for maritime history, technology, culture and art; create an exciting, dynamic environment with "must see" exhibitions and programming that engage the intellect, senses, emotions, and the imagination; enhance the Library and Archives to advance the Museum's capability as a center for research and study; cultivate new and diverse audiences, locally, nationally, and internationally; and utilize technology to "widen" the Museum's walls and extend access to national and international audiences.

Complementing the *2001-2006 Long Range Strategic Plan*, and extending its impact, is an implementation plan for Museum programming (discussed more fully in the Narrative) developed by Senior Vice President for Programming, Mary Ann Cleary in 2003. Intending to "secure the future of The Mariners' Museum as an institution of international repute by adopting an audience focus; creating value from our collections and intellectual content; and by generating on-going interest, long term relationships, and commitments to the Museum for the revitalization of its collections, activities, and influence," the plan outlines programmatic goals and guidelines for the first decade of the 21st century.

Methodology:

The Museum president and CEO, together with standing committees of the Board of Trustees, provided leadership and oversight for the Museum's strategic planning efforts, which was supported by staff input and advice from various community groups, including corporate and civic leaders. To assist with the planning, The Mariners' hired the services of a Norfolk, Virginia-based consulting firm to facilitate and orchestrate the strategic planning process within the Museum itself, and to coordinate the process with outside groups and individuals.

The first order of business was to conduct a thorough assessment of the Museum's staff and its supporting infrastructure, as well as the external environment within which the Museum carried out its mission. The consulting facilitators interviewed Museum staff and conducted strategy sessions with The Mariners' leadership team to prepare for subsequent planning meetings. The complementary external review was rigorous and involved interviews with key community and opinion-leaders, as well as surveys of local and regional museums and arts attractions with an eye toward comparative assessments. This assessment spectrum included analysis of the Museum's market share and market expectations, revenue and financial performance expectations, geographic scope, range of services and capabilities, and staff skills and expertise.

As part of this process, Museum staff and senior management began working on a companion document to the Long Range Plan, the *2001-2006 Long Range Plan Implementation Objectives*, thereby translating the strategic plan into achievable and measurable components. That document was completed in July 2001.

Evaluation:

The Museum's senior staff reviews and updates the Implementation Objectives annually, through

evaluations derived from visitor surveys, marketing research, focus group, town hall meetings, school visitation evaluations, and the input of Museum Members. Throughout any given year, Museum departments collect and review relevant programmatic and audience statistics. Such data is shared with the Museum president and standing committees of the Board of Trustees. Within this framework, managers identify strengths and weaknesses, accomplishments and shortfalls, and hone work plans accordingly.

The Mariners' utilizes several strategies to evaluate the effectiveness of its programming initiatives to determine and measure audience needs and satisfaction: regular visitor surveys and audience research; comment books in galleries and response cards located throughout the Museum; evaluation data to assess visitor response to exhibitions and programs; web site statistics and feedback; formal evaluation of educational programs; and special audience research in preparation for premier exhibitions. Planning for *Captive Passage: The Transatlantic Slave Trade and the Making of the Americas*, a major exhibition that debuted in 2002, mirrored this process when the Museum surveyed local residents, conducted in-depth interviews with community leaders, and held town meetings to ascertain the community's interests and concerns regarding what was to be the most important exhibition ever undertaken by The Mariners'.

Successes:

Since 1994, The Mariners' programming and marketing initiatives have focused on building access to reach a larger and more diverse audience, both here at the Museum and, through creative outreach programming and technology, across the nation. The results have shown a high return on the time and work invested in this critical component of the long range planning process.

Exhibitions and programs are more audience-driven and reflect diversity in programming. An expanded schedule of changing exhibitions balances scholarly offerings with popular ones and addresses a wide range of interests, from the arts to history to regional topics. Exhibitions like *Under the Black Flag*, *Titanic*, *Tatoos*, and *It's About Time* have reached more families, children, women, and young adults. The especially popular *Women and the Sea* exhibition (2001) was marketed to attract female audiences with great success. Responses to an exhibition that debuted in 1999, *Waters of Hope, Waters of Despair*, focusing on the role of African Americans in Chesapeake maritime history, strengthened the Museum's conviction that it was on the right track, as well as its resolve to undertake a much more far-reaching initiative, the NEH-funded *Captive Passage* exhibition. To design a relevant and important exhibition and build links to the area's large African-American community, the Museum hired an African-American marketing firm to conduct market research, while the Museum pursued a systematic community outreach strategy that included focus group meetings at the Museum and gatherings in private homes. *Captive Passage* ended its run here at the Museum in December 2002 and is currently on a nationwide tour.

The Mariners' Museum has also enjoyed much success in utilizing technology and Internet capabilities to take the Museum to the world. The Mariners' is using technology to create a "virtual" museum that reaches many more visitors than our physical facility. Online exhibits, comprehensive online educational resources, Internet access to the Library catalog, and an award-winning web site (www.mariner.org) are serving students, researchers, and the public. Audience satisfaction improved and public access to the Museum's collections (intranet catalog) increased by adding more than 8,000 digital images to the textual database in the collection management system. The size and reach of the audience for the online Mariners' is growing at an astounding rate: in 2002, the web site attracted 3.4 million user sessions, more than 10% from outside the United States.

A critical component of the Museum's web presence, *The Age of Exploration Online Curriculum Guide*, has become The Mariners' top-rated web page (www.mariner.org). In 2002 use of this educational resource jumped 44% over the previous year and accounted for over 35% of the Museum's web visitors. In 2001, the Museum's Distance Learning Initiative was begun with support from Dollar Tree Stores, Inc. and in partnership with nearby Christopher Newport University. This public-private partnership now provides the Museum with the capability to televise, via the high-speed Internet cable, live, real-time, interactive programming from the Museum to local and regional schools and eventually to classrooms across the nation and all over the world. In this context, the very definition of "distance" has experienced a transformation. Once thought of as a barrier, the word now connotes learning opportunities with no boundaries. The Mariners' vision is clear and the technology embraced will extend the fruits of that vision as far as the mind can see.

I. PROJECT DESIGN

Project Description:

The Mariners' Museum seeks the support of the Institute of Museum and Library Services to upgrade its online educational resource, *Age of Exploration*, and to integrate that resource with the companion Age of Exploration exhibition, and with the Museum's Library and Archives. The Age of Exploration Gallery is one of the most popular of the Museum's permanent exhibitions, accounting for 60% of all onsite school visits in 2003. Drawing upon the Museum's vast international collection of artifacts, books, and archival material, the *Age of Exploration* online resource currently tells the story of man's exploration of the seas from Leifr Eiriksson's voyage in 1000AD to James Cook in the South Seas in the late 18th century. The existing *Age of Exploration* educational web site is the most popular and heavily used of any of the Museum's web-based educational resources, having served 1.9 million students, teachers, and general readers during 2003. Created in 1996 to complement Virginia's Standards of Learning for Public Schools, the web site has far exceeded its projected usage, with teachers and students accessing the site from all parts of the world.

The Mariners' Museum intends to replace the website's limited content and structural navigation design and closely align it with both Virginia Standards of Learning as well as National Standards for History Education. In upgrading this online resource, The Mariners' Museum also seeks to change the fundamental nature of the site from the geographical and temporal limitations inherent in the title *Age of Exploration* (which implies a Eurocentric view of a 400-year period between 1415 and 1815), to the more encompassing *Exploration Through the Ages*. This will allow the website to better respond to the needs of our increasingly international audience by providing information on non-Western explorers such as the multiple voyages of the Chinese eunuch Cheng Ho in the 1430s, the travels of Muslim explorer Ibn Battuta in the early 15th century, and the extraordinary feats of navigation by ancient Polynesian mariners in the vast Pacific ocean. By expanding our scope we will also be able to feature Antarctic explorations which still represent a frontier in the 21st century.

As the world becomes more connected, knowledge of the histories, traditions, and accomplishments of ancient cultures and the peoples of the Eastern and Southern hemispheres, is being integrated with the traditional European vantage point, bringing together a global-picture of the history of human exploration and migration. Because of the scope of its international collections, The Mariners' is uniquely poised among maritime museums to embrace the challenge of presenting the history of navigation and exploration from this perspective.

These crucial improvements will then enable the Museum to provide an even richer resource to its broad online audience of teachers, students, families, scholars, researchers, and life-long learners. The Mariners' Museum is requesting \$129,487 from the IMLS to implement this upgrade.

Project Goals:

Expanding: Educational Services

By replacing the existing *Age of Exploration* website's limited content and obsolete structural navigation design with additional content reflecting recent scholarship and an efficient, up-to-date website design, the new online resource will continue to be viewed as a valued educational resource by its broad regional, national, and international audience.

The *Exploration Through the Ages* website will be divided into five major sections starting with the Ancient World, and ending with the period of polar exploration. Each web section will contain timelines and maps; interactive activities; biographical content; visual imagery; and bibliographic information and teacher resources. Links to additional worldwide resources will also be available, thus creating a portal to other museum, university, and independent web resources dealing with the topic of maritime exploration. The site will be bound together by an interactive map that serves both as a menu page to each section, and also helps younger users enhance their map skills as they navigate the site.

Building Public Access With Technology

The *Exploration Through the Ages* website project will dramatically enhance online public access to a critically important educational resource. The Mariners' Museum's recently acquired distance learning capability will play a major role in expanding the Museum's online public access. Through collaboration with nearby Christopher Newport University, providing access to the University's powerful computer resources, the Museum now has access to broadband, streaming video capability that will enable it to provide educational programming to school classrooms regionally and nationally. These expanding educational services will take full advantage of the *Exploration Through the Ages* website enhancement to provide an infinitely higher quality of educational content and format to students near and far. As part of this initiative, portions of the Research Library's rare books collection relating to the Age of Exploration will be entered into the Library's online catalog system (OCLC), as well as the Museum's intranet Collections database, to enrich the

site's content and provide better search functionality. In addition, images from the Library and Archives collections will be searched to create richer visual content. Museum staff will produce bibliographies on major explorers, identifying frequently asked questions, and providing detailed answers to create a robust, content-rich web site experience. Some 50 items from the Museum's voluminous collections will be photographed and digitized for inclusion with the 300+ images already on file to support the *Exploration Through the Ages* project. This project will also be an essential part of the Museum's Center for the History of Navigation initiative that also includes a significant online component.

An important component of the overall website upgrade will be the construction and installation of two touch-screen computer kiosks in the current Age of Exploration gallery which is scheduled to undergo a complete reinstallation in 2007. These screens will serve to increase public access through the Museum's intranet that includes links to the Research Library's catalog and the Collections Management data bank containing historically relevant bibliographic information and accompanying images of the Museum's collections as content is developed.

II. GRANT PROGRAM GOAL

The *Exploration Through the Ages* online educational project best fits the program goal: Supporting Lifelong Learning. In concert with the definition of the IMLS program goal, the ultimate aim of the *Exploration Through the Ages* online project is make the story of exploration available to the widest audience possible, regardless of age, geography, or gender. Although students and teachers use the resource most heavily, it also attracts scholars, researchers, high school and college students, and general readers who are simply interested in the exploration topic.

E-mail messages from students and teachers all over America and around the world demonstrate the value of the current *Age of Exploration* educational resource. A History teacher of 7th and 8th graders in California expressed thanks for a "very informative website" that proved extremely useful for her and the students as they learned about Jacques Cartier. A teacher in Sioux Falls, South Dakota, indicated she was creating a mini-web site on European exploration and requested permission to use some of the images from the current *Age of Exploration* website, as did a 5th grade teacher in Moraga, California, and a college student in St. Jacques, Canada. Upon discovering the site, a student in Ballarat, Australia, wrote: "All I can say is WOW! The site is AMAZING!" A Virginia student working toward her Masters degree in Teaching came across the site while preparing for a unit on exploration for her 5th grade social studies class and wrote: "I would just like to say what a wonderful source of information it is."

In addition to words of praise, users of the existing *Age of Exploration* site frequently offer suggestions regarding improvement of the site in terms of additional information or easier navigation. A San Antonio, Texas, teacher asked whether other units would become available. A California parent indicated a desire for greater access through the site to images and objects in the Museum connected with the topic of exploration. An Icelandic student expressed dismay that the site had no information on GuOrlour porbjarnardottir, a female explorer of the 10th century. Several students requested information on Hanno's exploration of Africa in the 5th century BCE, and also Ibn Battuta's travels to India and China in the 14th century. A Virginia parent bemoaned the site's apparent lack of information on Christopher Newport and his discovery of Jamestown. Through a grant just received from the Virginia Foundation for the Humanities, the Museum is now able to add an Early Exploration of Virginia component to the Early Exploration of Virginia educational resource.

III. PROJECT FIT WITH STRATEGIC PLAN AND MISSION

Enhancing Institutional Capacity:

Inspired in 1995 by the Museum's long range planning initiative to build public access using technology, The Mariners' began its journey to breach its physical walls and to reach beyond its traditionally regional audience by establishing a web presence (www.mariner.org).

The 2001-2006 *Long Range Plan* posed new dimensions to the journey in its statement that "the Museum has yet unimagined possibilities for reaching new audiences with unique delivery of its collections and educational programming through the World Wide Web, and supporting the Museum's goal to remain a popular source for maritime research, information, and the historical interpretation of the sea." The Long Range Plan then identified a variety of ways to achieve that goal, including virtual exhibitions, digitization of Museum holdings, making archival information available on line, and interactive gallery displays. Based on formal evaluation and informal communications, as evidenced by Teacher Evaluation forms, web-responses by teachers and their students, and conversations with community educational professionals and administrators, the Museum verified what it had always suspected-that Museum constituencies, particularly public school systems, were hungry for additional learning that could be provided by the Museum, and that they were intrigued about the idea of learning via the Internet.

This early "intuitive" phase drove the development of several online educational web pages that transported the

knowledge and content located within the Museum's galleries and exhibitions onto the World Wide Web. The initial 56-page Mariners' web site showcased the Research Library and Chris Craft archives. The education staff responded by creating online curriculum guides to support teachers and students in achieving state certification on the Virginia's Standards of Learning. Toward this goal, The Mariners' collaborated with the Norfolk-based WHRO public broadcasting station to produce *Baylink: The History of the Chesapeake Bay*. Other educational web pages followed to include *The Age of Exploration* in 1996. Originally developed to attract a targeted audience of Virginia teachers and students, it quickly became the Museum's most-visited web site amid its discovery by a growing audience that today includes visitors from all over America and around the world.

In November 2003 Senior Vice President of Programming, Mary Ann Cleary, developed a five-year implementation plan for programming at The Mariners' Museum that further clarifies and strengthens the Museum's programmatic goals for the first decade of the 21st century. The theme of *Exploration Through the Ages* has a prominent place in the Museum's planning over the next several years. This is a three-fold plan that provides for the reinterpretation of the current Age of Exploration Gallery with a more global focus, the establishment of a *Center for the History of Navigation* at The Mariners', and the integration of both of these concepts into the online resource that is the focus of this proposal. A summary of the five-year implementation for programming is included in the Appendix. Because of the complex and crucial nature of this integration, the Museum, with the leadership of Ms. Cleary, is assembling an Advisory Committee comprised of experts in all aspects of global exploration: the Pacific Rim and Oceania, the Atlantic world and the Poles.

The *Exploration Through the Ages* online resource upgrade affirms The Mariners' longstanding investment and commitment as described in its mission statement "to illuminate mankind's experience with the sea and the events that shaped the course and progress of civilization." It also fulfills the mandate of the 2001-2006 Long Range Plan to attract and hold diverse audiences, build alliances and collaborations, and utilize Internet technology "to expand and improve the content for everyone from the casual visitor to the serious scholar [through] virtual exhibitions, educational resources and related program offerings [pursued] to support the permanent, changing, and traveling exhibitions of the Museum."

In a comprehensive way that even the framers of the 2001-2006 Plan may not have fully envisioned, enhancement of the *Exploration Through the Ages* online educational resource will apply technology to increase public access to its collection, conserve and promote use of its collections, expand the scope and reach of educational programming, attract more visitors to the Museum, and better serve its audiences. The Museum web site (www.mariner.org) itself has won more than 45 awards from various organizations ranging from *USA Today* to *Education World*, and it was selected for the History Channel Traveler feature and the *Los Angeles Times* "Pick of the Day". The Mariners' site recently won a design from the local American Advertising Federation, which annually recognizes excellence in the fields of promotion, advertising, and general media.

Project Impact:

Enhancement of the *Exploration Through the Ages* online educational resource will not only provide it with the same exciting look and ease of navigation as that of the new Museum home page that is currently in production, but it will also enable The Mariners' Museum to provide online educational content to millions of additional visitors. With search engine optimization of the new site, we expect that the online resource will see an average annual growth of 60% over the years from 2004 through 2008.

IV. STRATEGIC PLAN: PROCESS AND FINANCIAL RESOURCES

The Planning Process:

On May 27, 1994, The Mariners' Museum Board of Trustees adopted a new Long Range Plan to take The Mariners' into the next century and to take advantage "of limitless possibilities within an established framework of institutional stability and substantial collections." The Mariners' would set sail amid "dramatically unfolding technology... combined with an international sophistication and concern for the conservation of culture," thus enabling the Museum "to be one of the greatest maritime museums in the United States, if not the world."

The 1994 plan was conceived at the 1993 Board retreat. As the Museum faced far-reaching changes in market environment, technology, and public demands, the Board recognized a need to examine critically the Museum's position, function, and future. Working in close collaboration with the Museum president, senior management, and staff, the Board implemented a rigorous planning design: critical examination of the mission, determination of its distinctive strengths, analysis of market position and environment, enunciation of long-term goals, and formulation of a strategic plan to accomplish these goals. They articulated a strategic vision that would chart a clear course for the future while building upon the strengths of the Museum's rich past. In the following year, the Long Range Planning Committee, led

by the President and Board chairman, worked with senior staff to develop a comprehensive plan informed by rigorous assessment. Market research probed membership and visitor perceptions, and the Museum undertook the intense self-assessment of the MAP I process. External experts helped to analyze collections, and every exhibition was critically examined to assess its fit with the mission and total offering. The resulting plan was translated into an Implementation Plan containing detailed tasks and assignments providing the framework for the annual operating plan, codified in departmental objectives, work plans, and budgets.

Under the president's direction, the Museum staff monitor the progress of long range planning and implementation, and the Trustees reexamine the Long Range Plan at their annual retreat. Various forms of evaluation including visitor surveys, marketing research, attendance, school visitation, membership, and contributed and earned income provide quantitative benchmarks by which to evaluate progress toward the objectives of the Long Range Plan.

In late 1999 and early 2000, The Mariners' launched a comprehensive update of the Long Range Plan. The resulting *2001-2006 Mariners' Strategic Long Range Plan* posed new directions to the journey already begun to breach the Museum's physical walls and to reach beyond its traditionally regional audience including use of virtual exhibitions and interactive displays, as well as digitization of Museum holdings and online access to Library and Archives holdings.

The five-year implementation plan for programming developed by the Senior Vice President for Programming complements and strengthens the Long Range Plan by charting a course that will enable The Mariners' to "update its image and develop an over-arching style, an exhibition program, and an educational and interpretive scheme that support a new identity" embracing a global perspective. Crucial elements in this plan are re-interpretation of the Age of Exploration permanent exhibition, and the creation of a Center for the History of Navigation. The expanded interpretation and re-installation of the existing Age of Exploration Gallery will become the thematic connective tissue of the overall Museum collection and will provide a gateway into The Mariners' Museum's permanent collections. It will offer an interactive and visceral experience that sets the tone for our international identity by incorporating sensory and storytelling elements, and highlighting our superb collection of maps, charts, navigational instruments, and artifacts. The Center for the History of Navigation will become the leading source of knowledge about the history of celestial navigation. The mission of the Center will be to promote broad academic and public understanding and appreciation of the history and art of celestial navigation; stimulate and support research and publications that broaden and deepen knowledge about the instruments and techniques of celestial navigation; and play a role in teaching the history of navigation. The new *Exploration Through the Ages* online resource will be the crucial link integrating both of these concepts and enabling The Mariners' to provide real and virtual visitors with similar levels of satisfaction in their visits to the Museum.

The success of the *Age of Exploration* online educational resource, as well as the intended upgrades, reflect The Mariners' bold vision to combine an audience-based approach with excellent educational programming and technology to "widen" the Museum's walls and extend access to national and international audiences.

Financial Resources:

The process culminating in the *2001-2006 Long Range Plan* took fully into account the fact that even the best planning could be rendered fruitless without adequate planning to ensure financial stability and to maximize resources to achieve present and future goals. To that end, the Long Range Planning Committee worked in tandem with the Museum's Executive Steering Committee to develop future initiatives that included long-range financial projections and funding strategies, along with strategic goals and major program initiatives. Members of these committees were assigned the task of analyzing the budget (expenses and infrastructure costs) versus income from contributions, operating revenue, and other funding sources. Through this framework, the Museum's financial performance received a thorough review that analyzed all revenue-generating indicators from membership to contributed and earned income, including revenue-producing activities on the Web. Financial statements and audits for the last two years are included in the Appendix.

V. PROJECT APPROPRIATENESS FOR THE MUSEUM AND ITS AUDIENCE

Audience Demographics:

Before the inception of The Mariners' Museum's web site (www.mariner.org) and the online educational resources including *Monitor: History and Legacy*, *Battle of the Atlantic*, *Women & the Sea*, *Chesapeake Bay: Our History and Our Future*, and *Age of Exploration*, The Mariners' served a limited, traditional audience that was predominately male (65%) and served only a small segment of the minority population (7 %). The visitors came primarily from Hampton Roads and other areas of Virginia (67%), with the balance coming from various other states primarily within a 250-mile radius of the Museum.

While major steps have been taken to improve onsite visitation, including audience-driven programming and exhibitions, gender-specific lectures, programs, and exhibitions (such as *Women & the Sea*), and an enhanced marketing

effort to reach diverse audiences, it has been The Mariners' web site (www.mariner.org) and its online educational resources including the *Age of Exploration* resource that has dramatically brought the treasures of the Museum to a vastly different and diverse audience in terms of numbers of visitors and geographic expanse.

The target audience for the new *Exploration Through the Ages* educational resource is comprised of teachers, students, scholars, researchers, and generalists locally, regionally, nationally, and internationally who will benefit from the expanded capability of the online resource. Two factors indicate that the Museum is clearly on the right path. First, the current *Age of Exploration* web site is the most heavily used of any of the Museum's other web sites. During the period from 2001 to 2003, the site attracted 77.7 percent of the total visitation to the online resources. Second, the current site has grown dramatically since its inception in 1996. In 2001 the site served 1.1 million visitors. In 2002 the number of visitors increased to 1.6 million, and 1.9 million visitors were served in 2003. Overall, this represents a 59.9 percent increase in users during this three-year period.

Assessment of Audience Needs:

Along with the dramatic growth of the *Age of Exploration* resource in terms of providing educational services to visitors worldwide has emerged a solid sense of what visitors think of the current resource and how they would like to see it improved. This has been achieved through a variety of both formal and informal assessment strategies. The formal assessment component began in 1993 when The Mariners' participated in an IMS Map I Assessment Program. In addition to a recommendation that the Museum undertake "a formal long range planning process... immediately," the MAP I Final Report called for an integrated planning approach that linked new approaches to exhibition design, marketing strategies, and enhancement of educational programming as a crucial mix influencing the overall vitality of the Museum and increasing its visitation. "Visitation will be a function of the exhibition and program offerings," the report indicated. Moreover, the rewards of dynamic visitor-activated exhibitions would be many: "Your audience will broaden. The publicity will be unprecedented, and you will put The Mariners' into a whole league of maritime museums." The formal assessment process that began in 1993 will be renewed shortly as The Mariners' Museum participates in the American Association of Museum's MAP Public Dimensions Assessment initiative in 2005.

In addition to formal assessment provided by evaluation forms accompanying all educational programming, the Mariners' Museum conducts informal assessments through visitor surveys, comment books and response cards located throughout the Museum, self-selecting web surveys, and email, including the hundreds received annually regarding the *Age of Exploration* website.

Comments from users of the current *Age of Exploration* resource, especially teachers and curriculum coordinators, indicate a desire for more information in a friendlier format. Visuals are perennially popular, especially when they can be easily downloaded and copied for various purposes. Also prominent among the preferences are more bibliographic data and easier navigation from primary data to linkages. Requests such as these have been carefully cataloged and analyzed since the *Age of Exploration's* inception. The comprehensive upgrade now envisioned will address these needs.

Fit With Strategic Plan:

In its Section "Audiences, Alliances, and Supporters," the *2001-2006 Long Range Plan* called for the Museum to "develop innovative approaches to cultivate new and diverse audiences, both to extend its reach to national and international participants beyond the greater Hampton Roads community, and to grow visitation at The Mariners' Museum site." In addition, the plan called for the Museum to "increase participation from educators and students, both as visitors to the facility and through educational outreach and Internet strategies, as it develops education programs and on-line resources that promote the understanding and study of maritime history, technology, culture and art, and are aligned with curriculum requirements of educational institutions." The effort to upgrade the *Age of Exploration* educational resource is completely consistent with these mandates, and with the goals outlined in the five-year plan for programming. The impending upgrade will provide the technical, functional, and aesthetic components needed to realize the full potential of what The Mariners' Museum can offer online. Moreover, we embrace the conviction that it is the most efficient (and the only practical) way of taking the riches of the Museum to a global audience, and providing a much-needed service to school children, teachers, homeschoolers, families, and both lay and professional scholars.

VI. PROJECT RESOURCES: TIME AND BUDGET

This project to upgrade the current *Age of Exploration* resource is among the most important initiatives the Museum has ever undertaken. In addition to the rich resources in the Museum's collections, library, and archival materials upon which this project will draw, The Mariners' Museum has an exceedingly rich resource in its staff, especially in terms of the quality and experience of the team that will drive the project. The Museum professionals

having responsibility for implementation of the *Exploration Through the Ages* upgrade comprise the same team that has researched, developed, and implemented the last several educational resources at www.mariner.org, including *USS Monitor: History and Legacy*, *Waters of Despair*, *Waters of Hope: African-Americans and the Chesapeake Bay*, *Women & the Sea*, *Birth of the U.S. Navy*, *Captive Passage: The Transatlantic Slave Trade and the Making of the Americas*, and *Chesapeake Bay: Our History and Our Future*. The team members, described in Section VII (project Resources: Personnel and Technology), are veterans of web site educational resource development.

Time as Resource:

Because of the project team's prior experience with educational web site development, the Museum has been able to calculate the amount of time the project will take with a high degree of certainty and Museum management is confident that the project can be completed within the time allotted. The project will span two years and begins with the hiring of a web site design firm in October 2004. The project is scheduled to conclude in September 2006 with a fully upgraded, state-of-the-art website. Given that the project is a major part of the *2001-2006 Long Range Plan*, its elements are included in the work plans for all departments and team members involved, and senior management has already approved the allotted time. The project components for all staff persons involved in the upgrade are built into their work schedules.

The project will require 3,674 hours allocated to the following components:

<u>Hours</u>	<u>Components</u>
1,120	Overall project supervision by the Director of Education
200	Development of the Advisory Team
200	Museum liaison with the web design vendor
2,009	Research and content development for the website including images search and bibliographic production, images selection, and OCLC research and cataloguing of records
103	Installation of equipment and hardware including installation supervision
42	Retrieval and photography of Library and Collections materials and image scanning

Budget as Resource:

Just as with the variable of staff time, prior experience of The Mariners' Museum staff with website development has enabled the Museum to develop a realistic and carefully planned budget in terms of equipment and third party vendor service. With the assistance of the Museum's Grants and Capitol Projects Financial Administrator, Adesanya Karade, hired to coordinate all financial activity related to multiple and complex grants, and for coordinating financial activity on capital projects, the project team has developed a budget with components that are appropriate and cost effective. Apart from the limited equipment involved with the interactive kiosks in the Age of Exploration Gallery, the major service piece of the project is design and implementation of the upgraded website. With Ms. Karade providing assistance, Justin Lyons, Public Relations director and Museum liaison with Internet vendors, will work closely with the project team to choose the best firm to design and implement the site upgrade. The teamwork will assure that the design firm chosen will provide the service needed within costs that are realistic and inclusive.

VII. PROJECT RESOURCES: MUSEUM PERSONNEL AND TECHNOLOGY

Anna Holloway is the Director of Education and Interpretation. Ms. Holloway will be the Project Director for the *Age of Exploration* upgrade. She will manage and direct project activities to include oversight of the budget. She was the project manager for the Museum's *Captive Passage: The Transatlantic Slave Trade and the Making of the Americas* website as well as *Chesapeake Bay: Our Heritage and Our Future*. She holds an M.A. degree in History from the College of William and Mary, and B.A. degrees in Classical Studies and English from the University of North Carolina at Greensboro. She is completing work on her PhD in History at the College of William and Mary with a focus on early English exploration.

Mary Ann Cleary is the Senior Vice President for Programming. Ms. Cleary will organize an Advisory Committee comprised of experts on all aspects of exploration covering all of the hemispheres. This group will provide invaluable guidance not only with the development of the *Exploration Through the Ages* online resource, but also with the

reinterpretation of the current Age of Exploration Gallery. Ms. Cleary has had broad experience as Director of Exhibitions at the Museum of New Mexico, as a consultant on character and content development to technology developers creating entertainment and educational products, and as Creative producer with Jim Henson Productions (The Muppets), New York City. She holds an M.A. in Liberal Arts from St. John's College (Santa Fe, New Mexico).

Justin Lyons is the Public Relations Director. Mr. Lyons will be Project Contract Manager and will manage vendor contract performance under the oversight of Ms. Holloway. He will act as liaison between the Museum and the contract Internet design firm and will be responsible for managing the contract schedule and technical interface between the *Exploration Through the Ages* resource and the Museum website. He has previously managed the development and expansion of The Mariners' Museum's *USS Monitor* Center website. He holds a B.S. in Communications from Western Carolina University (Cullowhee, North Carolina).

Jean Willoz-Egnor is Director of Collections Management and Associate Curator of Scientific Instruments. Ms. Willoz-Egnor is the Museum's leading expert on the history of navigation and she will serve as liaison with the project Advisory Committee. She holds a B.S. degree in Anthropology from Longwood College (Farmville, Virginia) and an M.A. in Museum Studies from Hampton University (Hampton, Virginia).

Tracey Neikirk is an Educator/Online Content Developer. Ms. Neikirk will perform research and content development. She has worked as part of the content team on all of Museum's online educational resources from 1996 to the present. She also served as content director on *USS Monitor: History and Legacy*, *Birth of the US Navy*, and *Women & the Sea*. She holds a B.A. in History from Radford University (Radford, Virginia).

Catherine Williamson is Public Services Librarian. Ms. Williamson will coordinate selected additions to the web site and will write an article on Captain Christopher Newport for the project. She holds an M.L.S degree from the University of Maryland (College Park) and a B.S. degree in Chemistry from Whitman College (Walla Walla, Washington).

Lisa DuVernay is the Technical Services Librarian. Ms. DuVernay will manage OCLC research and cataloging of records, as well as providing metadata to support the touch screen intranet interface in the Age of Exploration Gallery. She holds an M.L.S degree from the State University of New York (Buffalo) and a B.A. in English/Studio Art from the State University College of New York (Geneseo).

Josh Graml is the Library Researcher/Bibliographer. Mr. Graml will search for images from Library and Archives collections, create bibliographies on major explorers, and perform other research and liaison functions as directed to support the project. Mr. Graml is responsible for the development and maintenance of the Frequently Asked Questions (F AQ) research file that aids students and teachers in their studies. He holds a B.A. in History from Christopher Newport University (Newport News, VA).

Priscilla Hauger is the Director of Exhibitions. Ms. Hauger will the exhibit fabricators who will devote 78 hours to building and installing equipment and hardware to support content expansion of the *Exploration Through the Ages* resource. She holds a B.F.A. in Studio Art from the University of Texas.

Christopher Voll is the Exhibit Fabricator. Mr. Voll will install the equipment and hardware for the kiosks in the Age of Exploration Gallery. He has had more than 20 years experience in the design and building of custom cabinetry. He holds a B.A. in Fine Arts from Pennsylvania State University (State College) and an M.A. in Fine Arts from Altred University (Altred, NY).

Anita Smith is the Photographic Services Coordinator. Ms. Smith will retrieve and/or coordinate delivery of all materials from the Library and Collections resources to Photographic Services for photographing. She holds a B.A. from the State University College of New York (Cortland).

Greg Vicik is the Staff Photographer. Mr. Vicik will produce all new photography in support of the project. He is an experienced photographer and has been the Museum's primary photographer for collections since 1984.

Jason Copes is the Dark Room and Digital Specialist. Mr. Copes will process images needed for the upgrade project. Mr. Copes has been part of the project team of all of the educational resources developed since his arrival at The Mariners' Museum. He holds a B.A. in Professional Photography from the Brooks Institute of Photography (Santa Barbara, CA).

The Mariners' Museum
Age of Exploration Upgrade
Budget Justification

Project Personnel

The total staff time budget for this grant is \$94,669, of which \$17,515 is being requested from the IMLS for this component of the budget. This includes the staff time of the following persons:

Anna Holloway, Director of Education	1,120 hours - overall project supervision
Mary Ann Cleary, Senior Vice President for Programming	200 hours - development of Advisory Committee
Justin Lyons, Director of Public Relations	200 hours - Museum liaison with web design vendor
Jean Willoz-Egnor, Director of Collections Management and Associate Curator of Scientific Instruments	140 hours -liaison with the project Advisory Committee
	1,040 hours - research and content development
	70 hours - images selection and article production
Tracey Neikirk, Educator/Online Content Developer	210 hours - OCLC research and cataloging of records
Catherine Williamson, Public Services Librarian	455 hours - image search and bibliographic production
Lisa DuVernay, Technical Services Librarian	25 hours - supervision of hardware installation
	78 hours - installation of equipment and hardware
Josh Graml, Library Researcher/Bibliographer	22 hours - coordinating retrieval and
Priscilla Hauger, Director of Exhibitions	photographing of Library and Collections materials
Christopher V 011, Exhibition Fabricator	20 hours - new photography
Anita Smith, Photographic Services Coordinator	94 hours - image scanning
Greg Vicik, Staff Photographer	
Jason Copes, Dark Room and Digital Specialist	

The staff persons on the project are described more fully in Section VII of the Narrative (Project Resources - Personnel). The regular duties of these people will be accomplished by each of them as described in their respective job descriptions. The project components for these staff people are built into their work schedules.

Equipment/Travel

The project will not require the use of outside consultants nor will it involve any travel. The materials requested are of standard specifications. The two commercial DVD players and monitors for the interactive kiosks are standard use equipment having no unique project-specific features.

Vendors

The third party vendor for the major service piece of the project will provide design and implementation for the website upgrade. The quote for this component appears in the Attachments Section and is based on conversations between Justin Lyons of The Mariners' Museum and Liquid Advertising. Additional quotes from similar firms will be secured subsequently.